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ABSTRACT

Despite popular beliefs that managers are successful by virtue of their positions, few studies have examined this position-success relationship. A study was conducted to identify the factors of subjective career success and to determine if the patterns of response would differ between managers and support personnel. Moreover, the phenomenon of career success was tested to see if it would relate to an employee's perception of occupational self-concept and job features. Sixteen employers from five large firms, three medium-sized companies, three educational institutions, and five government agencies selected equal numbers (4-8) of successful managers and successful support personnel from a variety of departments. Selected employees (N=221) completed a questionnaire assessing the individual's subjective perception of career success, occupational self-concept, job features, and demographic information. The results revealed that there were substantial differences in the magnitude of prediction provided by occupational self-concept and job features when assessing the subjective career success of managers and support personnel. Job features and occupational self-concept were found to be correlated with the different dimensions measuring the construct of career success. These findings provide evidence that research on career success should be placed within the larger context of a person's life. A four-page list of references concludes the document. (NB)

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Subjective Career Success:

A Study of Managers and Support Personnel

Abstract

Despite popular belief that managers are successful by virtue of their positions, few studies have examined the position-success relationship. In this research, it was predicted that subjective career success is a multi-dimensional construct whose facets can be measured by several factors. Moreover, the phenomenon of career success was tested to see if it would relate to an employee's perception of occupational self-concept and job features. The notion that these dimensions would predict some aspects of career success more accurately for either managers or support personnel was also investigated. The confirming results obtained in this study and their implications for future research as well as practitioners are discussed.

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Subjective Career Success:

A Study of Managers and Support Personnel

Studies about careers and success have generally focused on the external perspective. Progress, for example, is usually examined using objective measures, such as income and job title (e.g., Potter, 1982). Yet a person's own assessment of his/her success may be strongly influenced by subjective internal career concepts (Van Maanen & Schein, 1977, p. 34). Some researchers have argued that it is imperative to study those concepts and employees' subjective assessment of career success in order to better understand not only individual perceptions but their impact on career development (Driver, 1979; Schein, 1980).

This study was intended both to identify the factors of subjective career success and to determine if the patterns of response would differ between managers and support personnel. The relationships between occupational self-concept, job features and the construct of career success were also examined, as suggested by some researchers (e.g., Driver, 1979; Kohn & Schooler, 1978). Throughout this study, the term "job features" include the employee's perception of job characteristics as well as of the ergonomic work environment. "Occupational self-concept" is the person's self-esteem and self-evaluated job qualifications. These terms will be discussed in detail in a later section.

Career Success

A career might be defined as "an organized path taken by an individual across time and space" (Van Maanen & Schein, 1977, p. 31). Although this definition does not imply success or failure, the term is usually viewed as reflecting a person's progress or success in an occupation (Hall, 1976, pp. 2-4). Consequently, most research to date has examined career success as perceived consensually by persons evaluating others' careers, generally using objective criteria such as job title, salary and promotions

(cf. Kotter, 1982; Larwood & Gattiker, 1986; Stumpf & Rabinowitz, 1981). The sections below examine both the objective and the subjective components of careers.

Objective career success. In the popular press, a variety of career books assume that a high level position in an organization represents career "success." Managers are portrayed as holding "secrets" for developing successful careers. The literature's intention is to suggest the requirements for success by specifying career strategies, education and the "proper" entry position which will guarantee hierarchical progression and a successful career (cf. Blank, 1981; Lynch, 1978; Molloy, 1977). These books imply that top managers enjoy successful careers by virtue of their positions and that others can or should strive for such success by using the same techniques. Thus they ignore people who actively avoid a managerial career for personal reasons but perceive themselves as nevertheless being successful in their careers (Gealy, 1982; Korman, 1980).

In the research literature, career success has usually been defined as a person's hierarchical progression in an occupation (e.g., Bass, 1981; Kotter, 1982). The term describes the objective sequence of steps needed to reach a managerial position. Most of the research has used a single item to measure a person's career success, or two measures have been combined into one single item. For example, Elliott (1982) defined success as a combination of hierarchical level and salary. Pfeffer (1977) used salary level and job title as measures of success when determining whether having an MBA would assist career success.

Similarly, Gould and Penley (1984) used salary progression as one indicator in assessing a person's career success. These authors also adopted career plateau as a further measure for career success. Kotter (1982) examined the occupational stages traversed by high level managers on their way to their current position; his approach again assumed that being a manager is synonymous with being successful.

Subjective career success. Van Maanen and Schein (1977) contended that careers have both an internal and external perspective. The latter refers to the objective categories used by society or one's peers to describe the typical steps towards success in a given profession. This progression often aims at culturally defined rewards and may be horizontal (increased job security, longer vacations) or hierarchical (promotion, different job title). The internal perspective, on the other hand, refers to the person's own preferences for development in an occupation, that is his/her individual perception of career experience. Unfortunately, the manner in which an employee's own needs and values influence a career is relatively little known (cf. Schein, 1980).

Korman (1980) conducted one of the first major examinations of subjective success and its predictors. His study determined that managers often feel alienated with their careers, despite their objective success as indicated by position and income. In a different study, Korman and two colleagues found that disconfirmed career expectations and loss of affiliative satisfaction on the part of individuals may lead to personal and social alienation (Korman, Wittig-Berman & Lang, 1981).

The above studies have one thing in common: the definition of subjective career success as a phenomenon and as a basis for surveys is decided by the researcher. Gattiker (1985), on the other hand, used open-ended questions to elicit information from managers and support personnel about their perceptions of career success. The subsequent content analysis showed that individuals distinguish between career success within the organization and outside it. Their responses showed an apparent overlap between life success and career success. The results of a recent study also suggested that career success and non-organizational success are interrelated, and it can be assumed that a successful individual considers him/herself to have succeeded in both areas (Gattiker, 1985). The data further indicated that respondents were highly influenced in their perceptions of career success by

their self-concept and perceived job characteristics. A quantitative assessment of subjective career success along the dimensions described by Gattiker (1985) is still lacking even though such research has been recommended (e.g., Driver, 1979; Schein, 1980).

Occupational Self-Concept and Job Features

Von Glinow, Driver, Brousseau and Prince (1983) have suggested the need to examine each of the aspects of work life in order to increase our knowledge about career success. Some research shows that job features and self-concept affect each other reciprocally (Brousseau & Prince, 1981; Dunnette, 1976; Kohn & Schooler, 1978). Based upon these and other studies, several organizational researchers have suggested that self-concept and job features affect a person's career success (e.g., Brousseau, 1983; Von Glinow, Driver, Brousseau & Prince, 1983).

Occupational self-concept can be defined as a subset of one's overall self-concept and refers to people's beliefs about themselves in the workplace (e.g., Anderson, 1981). It measures the degree of people's own approval or disapproval of themselves as being capable, significant and worthy in their occupations (Mossholder, Bedeian & Armenakis, 1982; Rosenberg, 1979, pp. 278-279). Clinicians generally presume that persons will be healthier or better adjusted to life if their beliefs about themselves are aligned with "ideals they hold for themselves" (Biddle, 1979, chap. 6). In terms of careers it could be said that a positive occupational self-concept should influence an individual's perception of career success positively. However, this suggestion still awaits testing in an organizational setting (cf. Rosenberg, 1979, chap. 10).

Job design literature has dealt with the match individuals seek between their needs for certain job characteristics and the characteristics actually available to them (Brousseau, 1983). It is generally accepted that the influence of workers upon job characteristics is limited. Therefore, the employee would be wise to chose a position which will allow the best match

to his/her skills (Spenner, 1983). Any subsequent personal evaluation of job features will depend on whether that match was reasonably successful or not (Kohn & Schooler, 1978). Some research has shown that job characteristics tend to influence employees' feelings about themselves and their intellectual flexibility. Current job complexity also affects future assignments and their level of complexity (e.g., Brousseau, 1983; Kohn & Schooler, 1979). Thus the individual's interpretation of subjective career success will probably be affected by his/her assessment of job features (cf. Driver, Von Glinow, Brousseau & Prince, 1983). Nonetheless, this possibility has yet to be tested.

Research Issues

This research project concerned the perception of career success by managers and support personnel. Respondents were asked to assess their career success, job features and occupational self-concept. We not only included a dimension which has already been studied extensively in traditional organizational research (job features), but also integrated the work of social psychologists by adding the dimension occupational self-concept (i.e., people's beliefs about themselves in the workplace). Subjective career success factors were examined by using occupational self-concept and job features as predictors. The subjective career success items tried to capture the dimensions obtained by Gattiker (1985). As suggested by this author, non-organizational success was also evaluated by the respondents of this study.

Hypothesis 1. Career success is multidimensional and an underlying factor structure can be identified. Specifically, the following predictions were made:

H1a. Success in organizations can be dimensionally differentiated from life success outside them.

H1b. Success within the organization is itself multidimensional.

If an individual perceives job features positively (e.g., complexity and

decision-making), his/her perception of career success should also be positively influenced (Brousseau, 1983). A high occupational self-concept (self-esteem and self-evaluation of job qualifications) should also correlate positively with one's own assessment of career success (cf. Kohn & Schooler, 1978; Von Glinow, Driver, Brousseau & Prince, 1983). However, there have been no applied tests of this prediction. This suggests a second hypothesis.

Hypothesis 2. Occupational self-concept and job features should correlate positively with the dimensions of subjective career success.

Since previous research has shown that managers and support personnel might evaluate their career success differently (Korman, 1980), it seemed useful to test whether the construct of career success obtained in this study would yield a distinction between managers and support personnel. Some qualitative research eliciting information about perception of career success and life success showed that the two groups tend to put different emphases on different aspects of success (Gattiker, 1985). In open-ended surveys, managers indicated being far less concerned with financial success than support personnel and more satisfied with their job features. Nonetheless, support personnel put greater emphasis on job features than managers when judging success within and outside the organization.

Mortimer and Lorence (1979) found that a person's self-evaluation relates to his/her overall well being. Managers tend to put more emphasis on life and hierarchical success in relationship to their occupation (Kotter, 1982, chap. 6). The individual's thoughts about his/her occupation can help explain a person's perception of non-organizational success (Korman, Hahler & Omram, 1983; Rosenberg, 1979 chap.10). For support personnel, occupational self-concept may influence non-organizational success since their career success is not the same source of prestige it can be for managers (e.g., income, status and power)(cf. Gattiker, 1983; Romney, Smith, Freeman, Kagan & Klein, 1979).

Hypothesis 3. The amount of variance accounted for by occupational self-concept and job features when explaining perception of career success within the organization and outside success will differ for managers and support personnel. Specifically, four predictions were made:

H3a. Occupational self-concept will explain a larger part of the population variance in career success within an organization for managers than for support personnel.

H3b. Occupational self-concept will explain a larger part of the population variance in outside success for support personnel than for managers.

H3c. Job features will explain a larger part of the population variance in outside success for managers than for support personnel.

H3d. Job features will explain a larger part of the population variance in career success within the organization for support personnel than for managers.

Method

Respondents

A stratified sample of sixteen employers was asked to participate in a survey of personnel "career success." The employers represented these groups: five were firms selected at random from the Los Angeles Times annual roster of California's largest organizations, three companies were medium-sized firms from the Los Angeles area, and the final eight were divided between three educational institutions and five government agencies. Except for the stipulation of their locale, organizations were recruited randomly within each classification.

Organizational type was not a variable of interest here. The educational and government organizations were included because they brought potentially different organizational cultures and constructs of effectiveness to the sample, thus allowing more reliable generalizations from the findings (cf. Blalock, 1984, chap. 4).

The employers were each asked to select between four and eight of their successful managers from different departments and an equal number of successful support personnel from these departments to participate in the survey. In order to avoid influencing selection decisions, organizations themselves determined what they considered to be "successful." Responses were returned anonymously.

Questionnaires were given to 250 potential participants; responses were received from 221 (88%). Sixty-four of these were employed in manufacturing firms, 60 worked in non-manufacturing companies, 64 belonged to government agencies and 33 identified themselves with the educational sector. Average tenure in their present positions was 3.5 years. The sample consisted of 122 men and 99 women, with 73 persons indicating non-managerial status while 137 respondents classified themselves as managers. Eleven respondents neglected to categorize themselves.

Survey Instrument

The questionnaire was divided into four sections, with the first asking the individual's subjective perception of career success, using 25 items such as "I am earning as much as I think my work is worth." The items had been derived by Gattiker (1985), who identified five potential dimensions of subjective career success through open-ended surveys. The second part of the questionnaire listed 19 items, asking participants to evaluate themselves in relation to their jobs (occupational self-concept), e.g., "I am offering unique skills to my employer". These items were developed with the help of a literature review of studies using scales to measure self-concept and self-esteem (e.g., Anderson, 1981; Mortimer & Lorence, 1979). Third, respondents were questioned about their perceptions of their jobs (job features). The 28 items included "My job is challenging" and "My job offers status;" 16 of these items had been developed by Gattiker, Gutek and Berger (1985) while the remainder were added for this study. Possible responses for each of these three segments were scaled from 1, agree

completely, to 5, disagree completely (Gattiker, 1985). The final series of questions requested demographic information, such as age, level of education and marital status.

Career Success Factors

The career success dependent variables were obtained by means of a factor analysis of the 25 success items described previously. To decide the number of factors for orthogonal varimax rotation and interpretation, eigenvalues (>1.0) were considered. Item scale loadings greater than .30 were statistically significant (p<.001) according to the Burt-Banks criterion (Child, 1970). These were checked for their item-item and item-total correlation within each factor. Only items which correlated positively with other items in the same factor were retained for the scales discussed below. This conservative approach was used to avoid reporting results based on sample characteristics which could not be replicated in the future (cf. Nunnally, 1978, chap. 3 & 6; Webb, Campbell, Schwartz, Sechrest & Grove, 1981, chap. 3). The resulting scales were used as the criterion variables in multiple regression analyses.

Predictor Variables

The predictor variables were occupational self-concept and job features. For these two dimensions, identical factor analytic procedures as before were employed.

The resulting variable sets were taken as predictors in a multiple regression analysis to determine the amount of population variance explained in career success. According to Cohen and Cohen (1983, chap. 1), multiple regression is best suited when trying to determine the magnitude of a phenomenon. For correct application, multiple regression assumes that the residuals are normally distributed (bivariate and multivariate normal distribution). To test this assumption, the data used in each of the regression runs were tested for data outliers by looking at standardized residuals first, and then evaluating a histogram of the standardized

residual plots. The analysis of these two procedures, and also the normal probability plots of the standardized residuals obtained, showed that the data collected met the normal distribution assumption.

Results

Subjective Career Success

H1a predicted that career success in an organization can be differentiated from life success outside the firm. In order to test this hypothesis, the 25 items used for career success were subjected to the factor analytic procedure described above. Of the original 25 items, only 23 loaded highly enough (greater than .30) on the five significant factors (eigenvalues >1.0), according to the Burt-Banks criterion ($p<.001$). The five factors are labelled as follows: (1) job success, (2) interpersonal success, (3) life success, (4) financial success and (5) hierarchical success. A description of the five factors and the items in each appears in Table 1. Based on these results, H1a seems supported.

Insert Table 1 about here

H1b stated that success within the organization is itself multidimensional with employees clearly able to distinguish between components which are salient in their lives. When testing this hypothesis, Cronbach's coefficient alpha was calculated as an index of internal consistency for each of the five factors. The reliability coefficients ranged from .65 to .79, which put all but one above .70, the level suggested by Nunnally (1978, p. 245) as a desirable minimum for constructs in the early stages of formulation. An examination of the item-item and total-item correlations for each factor indicated four distinct dimensions (cf. Table 1). These results support H1b.

Correlation of Criterion Dimensions

Hypothesis 2 predicted that the factors occupational self-concept and job features would correlate positively with the dimensions of subjective career success. To test this hypothesis, the 19 occupational self-concept

items were also subjected to a factor analysis, using the same procedure as before. The final four factor solution included 18 occupational self-concept items and emerged as follows: (1) self image; (2) self-evaluation, (3) job qualifications and (4) self-esteem. The factor analysis performed with the 28 job feature items resulted in four factors, (1) job complexity, (2) job characteristics, (3) ergonomic work environment and (4) job requirements, and included 24 items. For a more detailed discussion of the factor analysis, the reader is referred to Gattiker (1985). The four factors for occupational self-concept and the four for job features were then used in multiple regression.

After deriving the factors, an index was calculated for each factor, making it up by summing the variables. The five factors for perception of career success were used in a bivariate correlation analysis with each of the four factors for occupational self-concept and four factors for job features. Of the 40 possible bivariate correlations, 39 were significant and well beyond the chance level, ranging from .28 ($p<.05$, by a two-tail test) to .70 ($p<.0001$, by a two-tail test). Despite the one non-significant item (in the predicted direction), the results give strong support to Hypothesis 2.

Prediction of Career Success

To test Hypothesis 3 it was necessary to assess if a person's hierarchical level would interact with one's perception of career success and the assessment of job features and occupational self-concept. Interactions can be seen as conditional relationships between Y and two or more variables or variable sets. For example, an interaction between one's hierarchical level and perception of career success is interpreted as meaning that the regression of career success is conditional upon organizational position. An increment to R^2 is attributable to the interaction of career success with hierarchical level and may be tested for significance by the standard F-test (Pedhazur, 1982, pp. 349-359).

Several multiple regression runs were done to test for interactions. Specifically, the four occupational self-concept factors were used in two regression runs to predict career success within and outside the organization. The same was accomplished for the job features factors. The analyses showed that the magnitude of the interaction (R^2) obtained was significant ($p<.05$, using a two-tail F-test) for occupational self-concept as well as job features.

Having tested for interaction and obtaining significant R^2 increases, two separate regression runs using the same equation became possible. Since the interaction factor had been established, differences explained in the adjusted R^2 were significant (Pedhazur, 1982, ch. 12). The adjusted R^2 obtained between managers and support personnel could then be compared for differences (Pedhazur, 1782, chap. 10).

Occupational self-concept. H3a stated that occupational self-concept will explain a larger part of the population variance in organizational career success for managers than for support personnel. Since the test for interactions, as explained in detail above, showed that the interaction factor of a respondents hierarchical level is significant, the results in Table 2 can be evaluated directly for differences. In other words, differences in the $\tilde{R}^2$ obtained are statistically significant (Pedhazur, 1782, chap. 10 & 12). The results in Table 2 show, occupational self-concept explains a larger part of the population variance for managers, except for interpersonal success. However, the difference for interpersonal success was rather small in absolute terms (.02). Based on these results, H3a can be accepted with reservations.

Insert Table 2 about here

H3b stated that occupational self-concept will explain a larger part of the population variance in outside success for support personnel than for managers. The results indicate that occupational self-concept accounts for a larger part of the population variance in the factor life success for

support personnel (cf. Table 2). Therefore, H3b appears supported.

Job features. H3c stated that job features will explain a larger part of the population variance in outside success for managers than for support personnel. Job features did exactly as predicted, confirming H3c (cf. Table 2).

H3d claimed that job features will explain a larger part of the population variance in organizational career success for support personnel than for managers. Column 2 of Table 2 shows some mixed results. Although the hypothesis was supported for financial success and hierarchical success, the opposite was true for interpersonal success. The .01 difference in job success would appear to be too insignificant to warrant further discussion. Based on these results, H3d can only be partially accepted.

Discussion

The data here reveal that there are substantial differences in the magnitude of prediction provided by occupational self-concept and job features when assessing the subjective career success of managers and support personnel. In regard to the hypotheses stated, the results showed that a person's internal career is reflected in a multidimensional construct of career success which differs considerably in content and spectrum from anything described in previous work. Furthermore, job features and occupational self-concept did in fact correlate with the different dimensions measuring the construct of career success in this study.

Moreover, for support personnel job features are strong predictors of the variables financial and hierarchical success. Agreeable job features may be a driving mechanism with great impact upon one's perception of financial and hierarchical success. However, this aspect of the quality of work life does not hold for the managers in this study. Job dimensions, such as complexity, work environment and autonomy, seem much more important to support personnel. One reason could be that such positions are usually perceived as lacking those ingredients, therefore, if apparent, they may be

more highly appreciated by this group (Kohn & Schooler, 1978). Conversely, a manager's job may more often provide him/her with these important psychological dimensions, while at the same time rendering them less crucial when assessing career success.

Table 2 also shows remarkable differences for occupational self-concept and its magnitude when predicting hierarchical and life success. In the latter, it was far higher for support personnel than managers, which could mean that a managerial employee's perception of occupational self-concept determines his/her perception of life success much more than it would for a manager. Judging by the career literature, managerial positions usually carry some prestige and invoke awe in society (cf. Kotter, 1982), which may then reduce the impact of one's own occupational self-concept upon life success. Again, an interpretation concerning support personnel could claim that pride in one's profession and a positive occupational self-concept may partially explain why one's perception of life success is high (cf. Kohn & Schooler, 1978).

The difference between the two groups in the level of prediction of occupational self-concept for one's hierarchical success may be relatively easy to explain. Some authors have contended that support personnel do not really achieve hierarchical success, or only to a limited extent, which may be the reason for a positive assessment of oneself but still not explain hierarchical success. For managers, the assessment of hierarchical success may depend upon their occupational self-concept, which might include self-imposed high demands.

Implications for Human Resource Management and Future Research on Career Success

This study provides evidence that research on career success should be placed within the larger context of a person's life. Any understanding of career paths and effective personnel management is substantially reduced if the subjective side of career success is ignored. Future studies should

continue to explore this issue. In particular, the possible impact of non-work aspects and roles upon subjective career success should be investigated. The automatic assumption that hierarchical career success leads to feelings of success should thus be rejected. Instead, the desirability of hierarchical advancement as a moderating factor on a person's evaluation of career success should be examined further. Subsequent research could study lateral career movements, specifically the characteristics which lead people to label such moves as desirable or undesirable. For example, Driver's (1979) model of career concepts claims that certain career types vary in what they deem desirable career paths and goals. The result is that people differ widely in the amount of importance they attach to lateral moves when it comes to subjective career success.

Career counsellors and human resource managers need to incorporate an employee's own assessment of his/her career success when attempting career development. "Fast tracks" based on specific qualifications may ultimately prove less economical and less beneficial for both the individual and the organization than individually tailored career paths (e.g., Schein, 1978).

The data also suggest that organizations ought to be aware of the potential connection between an employee's perception of job features and career success. The reasons why people in support positions may experience a stronger relationship between job features and success perceptions in their careers than managers should be investigated. Naturally, this does not mean that every job ought to be redesigned and "enriched", but an assessment of job features by the incumbent may point up possible small changes which could lead to significant improvements for all concerned. For instance, a bit more decision-making power could substantially increase worker perceptions of hierarchical success without necessitating promotions accompanied by the usual pay raises. Organizations could thus effect welcome savings while accommodating the baby boom generation in middle management at a time when economic growth is decelerating (Hall, 1983; Jick,

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1983). As shown by the results here, human resource management can cope with these environmental constraints through improved emphasis on job features for non-managerial career paths.

Management should also realize that a person's occupational self-concept can influence life success, explaining why non-managerial staff may experience a stronger relationship between occupational self-concept and life success than managers. Support personnel seem to be far more concerned about how they feel towards their work and their own job-related competence in terms of life success than managers. One reason could be that executives may compensate for a low occupational self-concept with external career success (income and status) and, therefore, still perceive life success. Without increased spending, organizations could put stronger emphasis on occupational self-concept for non-managerial paths and thus affect their employees' quality of work life positively.

This study answers one of the questions raised in organizational research, i.e., what other predictors, apart from social background, will add to the overall level of prediction of career success (e.g., Gattiker & Larwood, 1984; Larwood & Gattiker, 1986)? For managers, occupational self-concept was confirmed as a very strong predictor in how they perceive their hierarchical and job success.

The implications of these results are highly complex. The study has made an attempt to expand the definition of career success. Moreover, the relationships between several psychological states have been shown and tested. Before the above results can be fully accepted, however, further work is necessary. For one, all the constructs need improvement by adding new items so that reliability as well as face validity can be increased. Additional dimensions might also have to be included, such as organizational commitment, attitudes toward technology, and stress (Gattiker, 1985). It is imperative for human resource specialists to know a job candidate's prevailing beliefs about career success so that his/her best placement

within the organization will be facilitated. The findings of this research project should be of help in achieving this goal.

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Table 1

Items used to Define Five Factors: Perception of Career Success

Factor	Items	Variance Explained per Factor	Item-Total Correlation	Cronbach's Alpha
	I am:			
Org. Success				
1 Job Success	receiving positive feedback about my performance from all quarters		.50	
	offered opportunities for further education by my employer		.38	
	having enough responsibility on my job		.45	
	fully backed by management in my work		.58	
	in a job which offers me the chance to learn new skills		.53	
	most happy when I am at work		.46	
	dedicated to my work		.57	
	in a position to do mostly work which I really like	27%	.60	.75
2 Interpersonal Success	respected by my peers		.54	
	getting good performance evaluations		.59	
	accepted by my peers		.57	
	having my superior's confidence	13%	.48	.79
3 Financial Success	receiving fair compensation compared to my peers		.59	
	drawing a high income compared to my peers		.58	
	earning as much as I think my work is worth	8%	.58	.74
4 Hierarchical Success	pleased with the promotions I have received so far		.51	
	reaching my career goals within the time frame I set for myself		.61	
	going to reach all of my career goals		.44	
	in a job which offers promotional opportunities	5%	.44	.65
Non-Org. Success				
5 Life Success	happy with my private life		.62	
	enjoying my non-work activities		.54	
	satisfied with my life overall		.66	
	dedicated to my work	12%	.34	.71
Total Explained Variance		65%		
Items not used:	willing to learn new skills			
	dedicated to my work			

Note: The above factors were obtained using principal components analysis. Orthogonal varimax rotations were performed on the data. Only loadings greater than .30 were statistically significant ($p<.001$), according to the Burt-Banks criterion (Child, 1970).

Table 2.

Prediction of Preception of Career Success

Predictor Set: Criteria	No. 1 Occupational Self-Concept $\tilde{R}^2$	No. 2 Job Features $\tilde{R}^2$	No. 3 Σ Sum of $\tilde{R}^2$
Success within Organization			
Job Success			
Managers	0.22###	0.38####	0.60####
Support personnel	0.09##	0.37###	0.46####
Interpersonal Success			
Managers	0.15###	0.11#	0.26####
Support personnel	0.17####	0.06#	0.23####
Financial Success			
Managers	0.01	0.03	0.04
Support Personnel	0.02	0.16####	0.18####
Hierarchical Success			
Managers	0.18###	0.05	0.23####
Support personnel	0.03	0.18###	0.21###
Success outside Organization			
Life Success			
Managers	0.14##	0.09#	0.23####
Support personnel	0.28####	0.02	0.30####

Note: $\tilde{R}^2$ is an estimate of the population R^2 adjusted for the number of predictors (Cohen & Cohen, 1983, pp. 105-107) from the multiple regression values actually obtained. Columns 1-2 give the $\tilde{R}^2$ added by each predictor set. Column 3 provides the combined $\tilde{R}^2$ for all of the predictors used in that analysis.

#p<.05; ##p<.01; ###p<.001; ####p<.0001

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